



Office of
Financial Management
STATE OF WASHINGTON

Activity Inventory Performance Measure Assessment

Department of Ecology
Shorelines & Environmental Assistance

August 24, 2007

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Based on a review of the following: The agency strategic plan, the budget activity inventory, internal performance measure reports, and an interview with the agency contacts

Current Strengths and Good Practices

- All the budget activities have at least one performance measure.
- The data for the most recently completed quarter were available at the time of this assessment.
- Most of the measures are also part of a regular internal strategic plan performance review.
- For the most part, the language used in the measure titles is very understandable.

Activity Measure Comments and Potential Improvements

- A large proportion of this program's measures are cumulative. Cumulative data tends to mask variation and therefore is difficult to use for anything other than after-the fact reporting.
 - Where it is possible, the cumulated data should either be displayed quarterly un-cumulated, or reported annually.
- Now that 100% of the water quality certifications are issued within 90 days, this measure would be improved if it were converted to measure the average cycle time of the process.
- A number of the measures report actual data that is currently incapable of achieving the listed performance targets. From a management perspective, there are only two real options to consider:
 - The performance targets may need to be adjusted to better reflect the capability of the process, or...
 - Some significant improvements or enhancements to the process/budget should be implemented in order to achieve these targets.
- There are some data entry errors involving targets and actual data (Slides 9-11) the program will need to fix in the Performance Measure Tracking System (PMT).

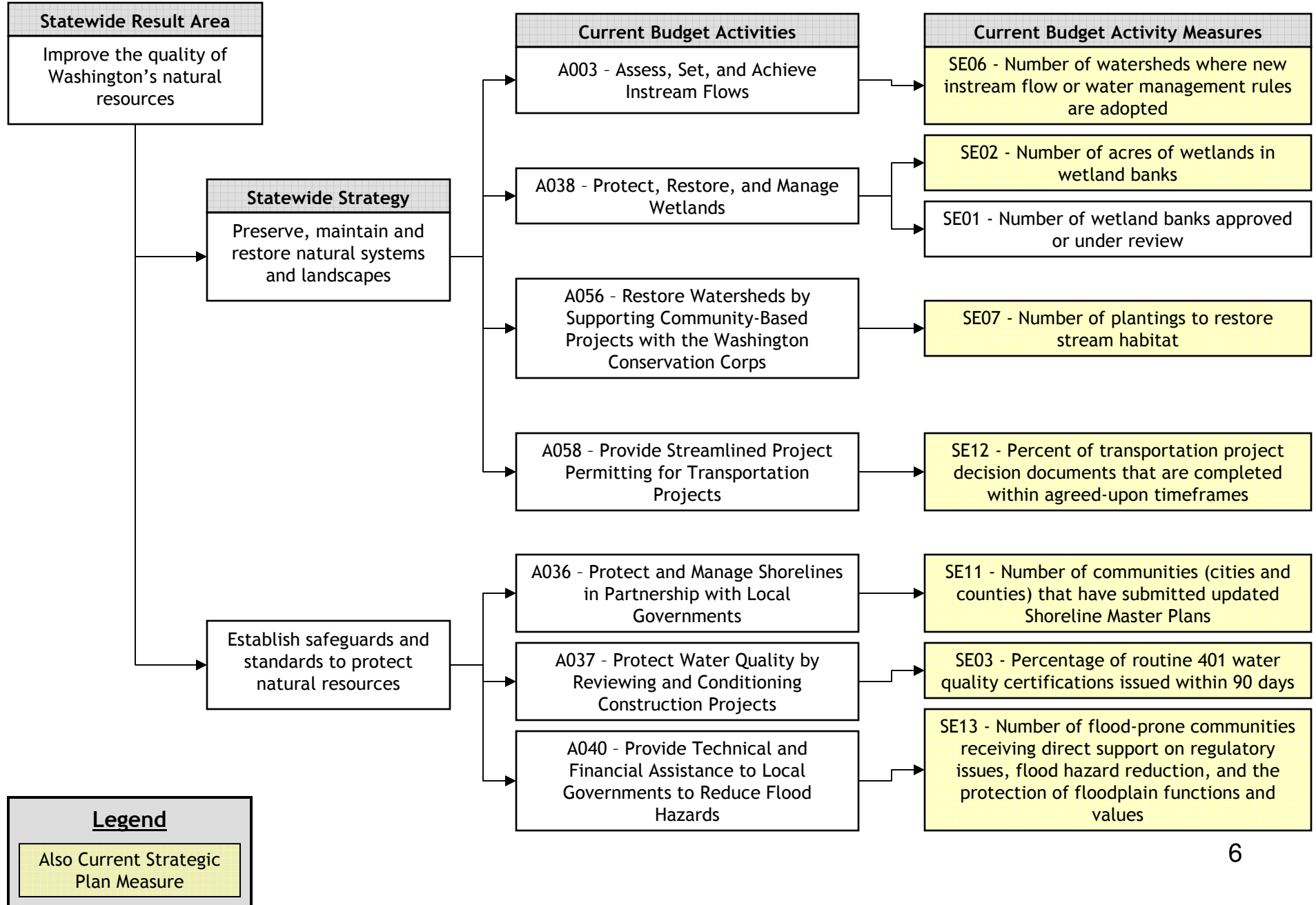
Analysis of Current Activity Measure Data

- Once the data was organized without it being cumulated, some trends and abnormally large spikes in the data appeared in some of the measures. These abnormal variation patterns are usually caused by a specific event or action (Slides 12, 14-16, 19).
 - The program should provide context to the reader if the abnormally large spike or trend has a known cause.
 - If the spike or trend is undesirable (Slide 15), the program also needs to outline its new steps designed to change or improve the process.

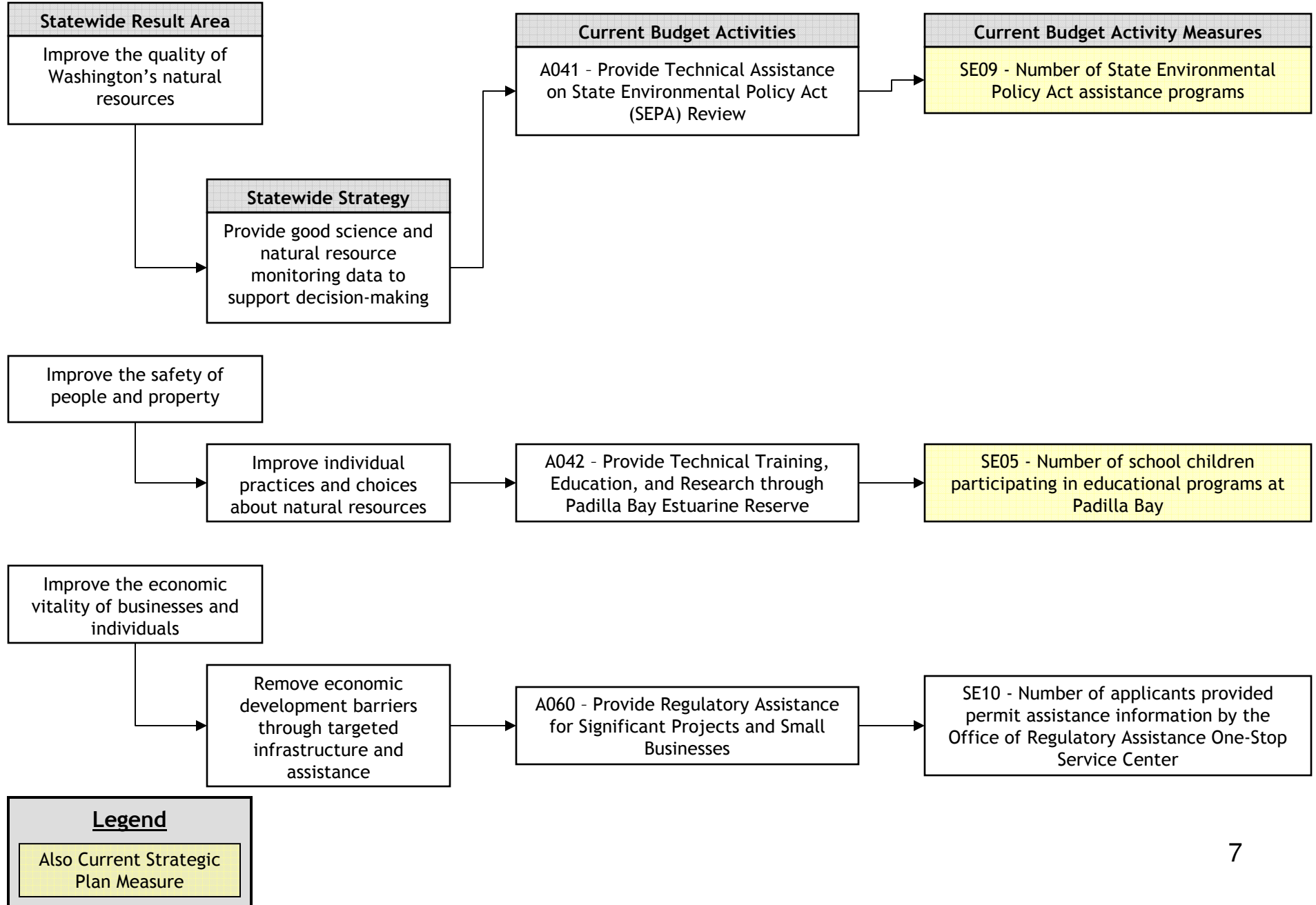
Agency Comments and Future Actions

- Shorelands and Environmental Assistance (SEA) Program will shift from cumulative reporting to quarterly or annual reporting for 2007-09.
- SEA Program is proposing revisions to many measures for 2007-09 based on OFM's comments.
- Data entry errors will be fixed in the Performance Measure Tracking System (PMT).
- SEA Program will employ footnotes and comments in the PMT system to explain spikes, trends and jargon for 2007-09.
- SEA Program will also use footnotes and comments in 2007-09 to provide context when performance targets are not attained.

Budget Activity & Performance Measure Linkages

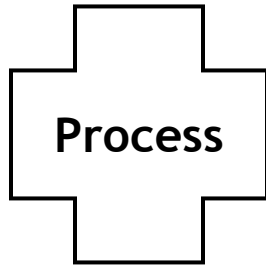


Budget Activity & Performance Measure Linkages



Budget Activity Measure Perspectives

- ⑤ Process characteristics the customers/stakeholders want



- ⑥ Process characteristics the agency wants

SE03 - Percentage of routine 401 water quality certifications issued within 90 days

⑤

SE12 - Percent of transportation project decision documents that are completed within agreed-upon timeframes

⑤

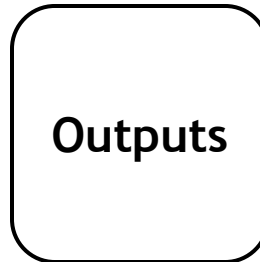
Inputs

SE05 - Number of school children participating in educational programs at Padilla Bay

Legend

Strategic Plan and
Budget Activity Measure

- ③ Product/service attributes customers/stakeholders want



- ④ Product/service attributes the agency wants

SE01 - Number of wetland banks approved or under review

④

SE07 - Number of plantings to restore stream habitat

④

SE09 - Number of State Environmental Policy Act assistance actions

④

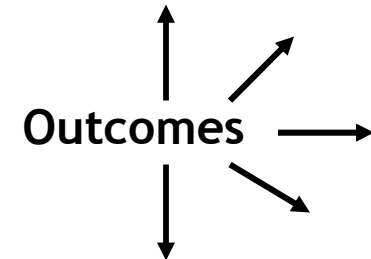
SE10 - Number of applicants provided permit assistance information by the Office of Regulatory Assistance One-Stop Service Center

③

SE13 - Number of flood-prone communities receiving direct support on regulatory issues, flood hazard reduction, and the protection of floodplain functions and values

③

- ① Customer/stakeholder desired outcomes



- ② Agency desired outcomes

SE02 - Number of acres of wetlands in wetland banks

②

SE06 - Number of watersheds where new instream flow or water management rules are adopted

②

SE11 - Number of communities (cities and counties) that have submitted updated Shoreline Master Plans

②

Activity Measure Assessment - Approved Wetland Banks

Performance Measure Description: Wetland banks are the result of consolidating many small mitigation projects into larger, more ecologically viable sites.

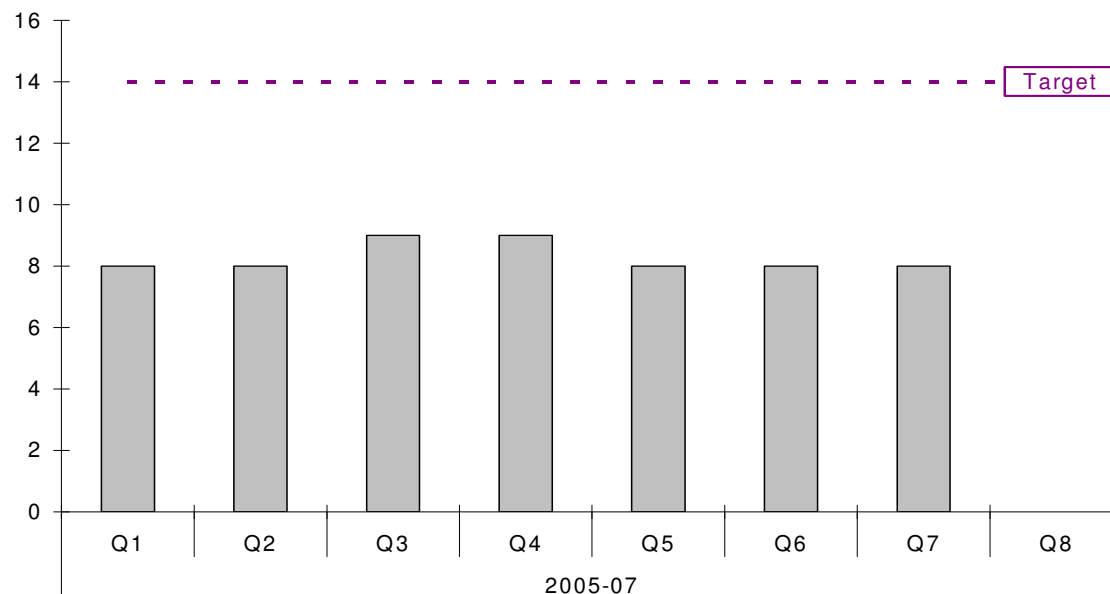
Budget Activity Links: A038 - Protect, Restore, and Manage Wetlands

Category of Measure: An output and a process measure combined.

Analysis of Variation: Not enough data for much analysis. The number approved or in review seems very stable at about 8 or 9.

Analysis of Targeted vs. Actual Performance: Actual performance does not demonstrate the capability to meet the performance target.

SE01 - Number of Wetland Banks Approved or Under Review (Cumulative)



Comments About Desirable Characteristics

Relevance: The next measure that tracks the total acres in wetland banks is more relevant than this measure.

Timeliness: Data for the last completed quarter was available at the time of this assessment.

Understandability: Combining an output measure (the number approved) with a process measure (the number under review) dilutes the intended performance story.

Reliability: There appears to be some direct correlation between this measure and the one on the next slide.

Comparability: Unknown

Cost Effectiveness: This data should not be difficult to get as a part of standard process management activities.

General Comments & Explanations:

Activity Measure Assessment - Acres of Wetland Banks

Performance Measure Description: Wetland banks are the result of consolidating many small mitigation projects into larger, more ecologically viable sites.

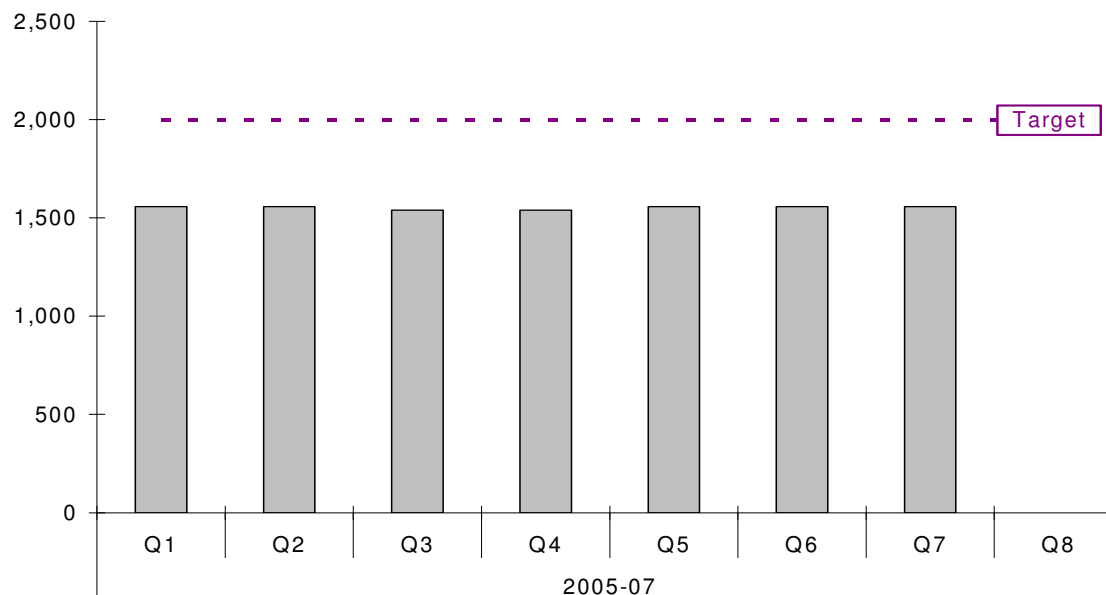
Budget Activity Links: A038 - Protect, Restore, and Manage Wetlands

Category of Measure: An immediate outcome

Analysis of Variation: Not enough data for much analysis. The number of acres in wetland banks seems very stable at about 1,500.

Analysis of Targeted vs. Actual Performance: As a cumulative measure, we should see gradual growth towards the 2000 acre target. There appears to be no net gain over the biennium.*

SE02 - Number of Acres of Wetlands in Wetland Banks (Cumulative)



Comments About Desirable Characteristics

Relevance: The net gain or loss in acreage would be even more relevant.

Timeliness: Data for the last completed quarter was available at the time of this assessment.

Understandability: Good, but the current cumulative nature of this measure will make it difficult to measure and manage the performance story over time.

Reliability: There appears to be some direct correlation between this measure and the one on the next slide.

Comparability: Unknown

Cost Effectiveness: This data should not be difficult to get as a part of standard process management activities.

General Comments & Explanations:

Activity Measure Assessment - Water Quality Certification Timeliness

Performance Measure Description: Certification means that the department anticipates the applicant's project will meet regulatory requirements.

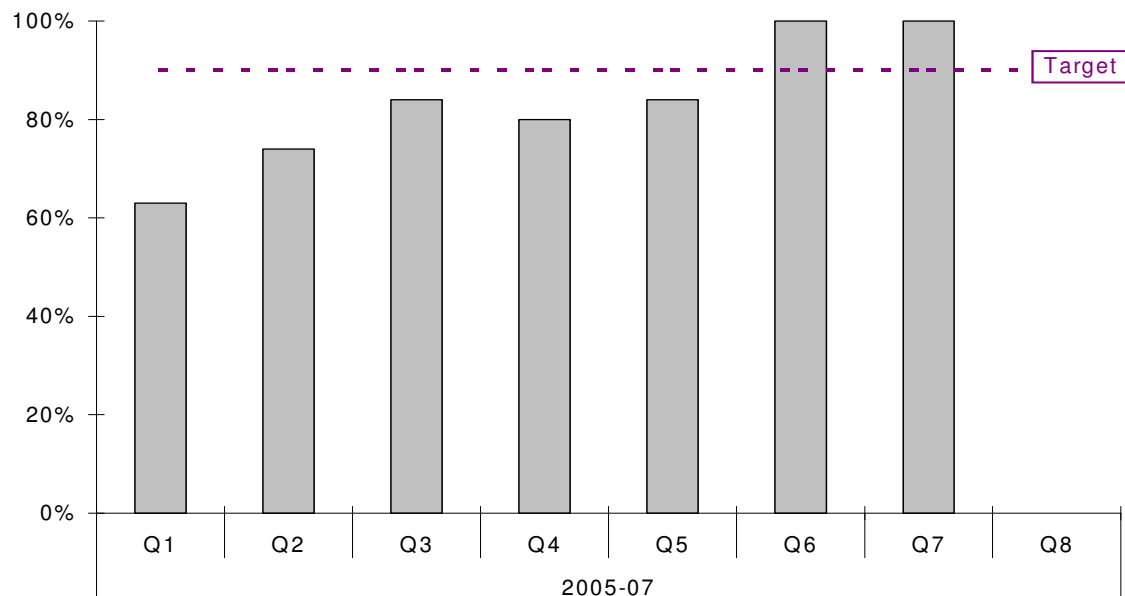
Budget Activity Links: A037 - Protect water quality by reviewing and conditioning construction projects.

Category of Measure: Timeliness is a process-level measure

Analysis of Variation: Not enough data for much analysis.

Analysis of Targeted vs. Actual Performance: The program has been able to exceed its 90% target in the last two reported quarters.

SE03 - Percentage of Routine 401 Water Quality Certifications Issued Within 90 Days



Comments About Desirable Characteristics

Relevance: Timeliness of the review process is very relevant to this activity, especially to the certification process customers.

Timeliness: Data for the most recently completed quarter were available at the time of this assessment.

Understandability: The term "401" is jargon. Manageability and comparability would be improved if this measure was changed to report the average cycle time of the certification process.

Reliability: Should be good since the program owns the certification process and the cycle time data is part of the process.

Comparability: As it is written, this measure is not very comparable with other timeliness measures.

Cost Effectiveness: This measure is also tracked internally in strategic plan performance reviews.

General Comments & Explanations:

Activity Measure Assessment - Youth Participation at Padilla Bay

Performance Measure Description: Currently in PMT, the measure tracks the cumulative number of school children attending a program at the center.

Budget Activity Links: Provide technical training, education, and research through Padilla Bay Estuarine Reserve

Category of Measure: The number of students participating is an input.

Analysis of Variation: Not enough data for much analysis, but the 4th quarter's results seem abnormally high compared with the rest of the biennium.

Analysis of Targeted vs. Actual Performance: The actual results have exceeded the targets in every quarter this biennium, except in the third quarter.

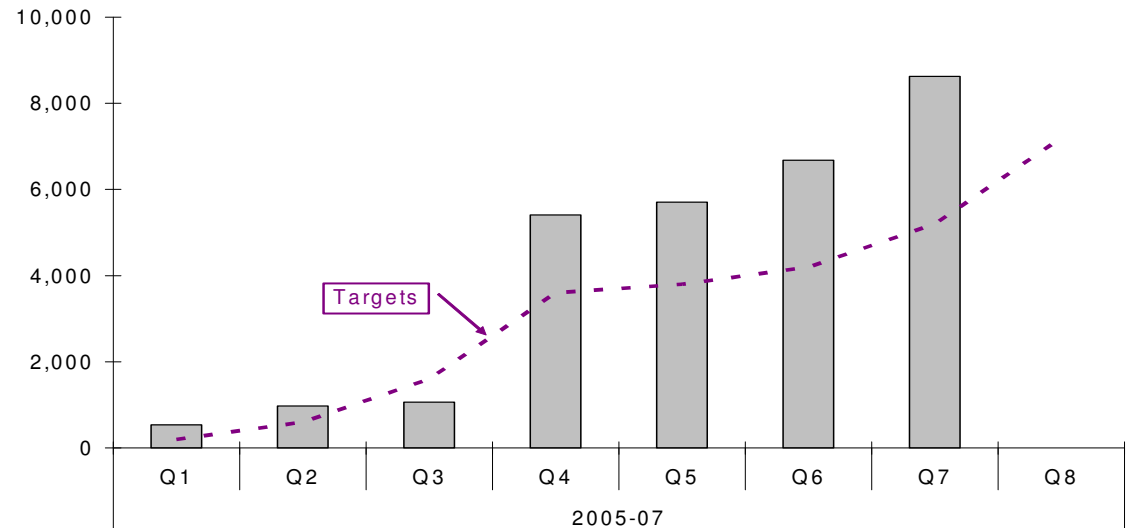
Relevance: Attendance is a relevant measure for the budget activity and indirectly tracks the quality of the programs at the center.

Understandability: The current cumulative nature of this measure masks the quarterly variations. This measure might be better as an annual measure.

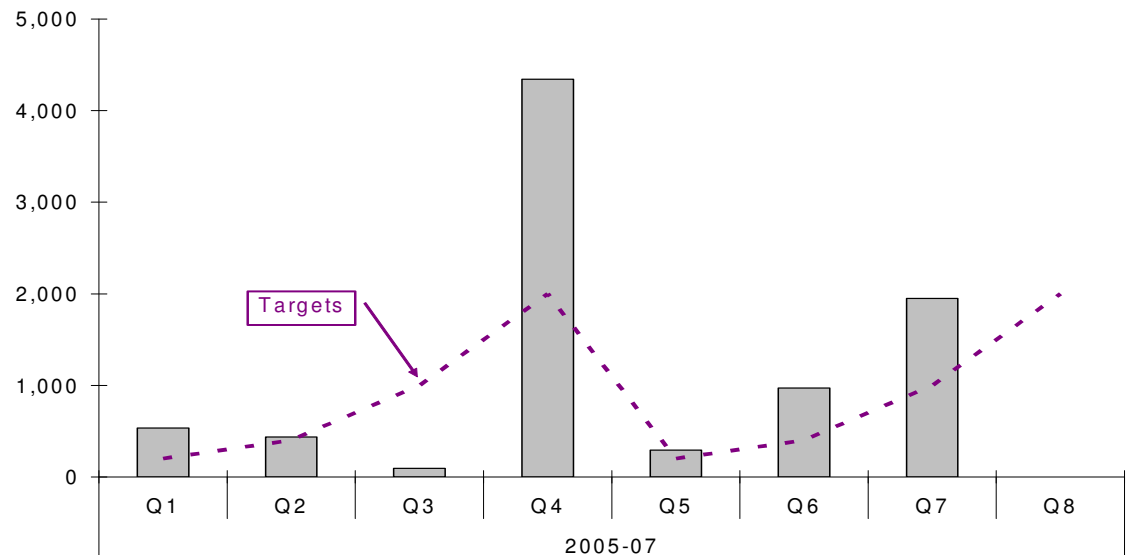
General Comments & Explanations:

Agency Comment: This was a seasonal spike. Schools prefer to attend field-based programs in early fall and spring when weather is favorable and lower tides allow enhanced learning about Puget Sound shorelines.

SE05 - Number of School Children Participating in Educational Programs at Padilla Bay (Cumulative)



SE05 - Number of School Children Participating in Educational Programs at Padilla Bay



Activity Measure Assessment - Watersheds with Instream Flows Set

Performance Measure Description: Instream flows are used to determine how much water needs to remain in a stream for environmental purposes.

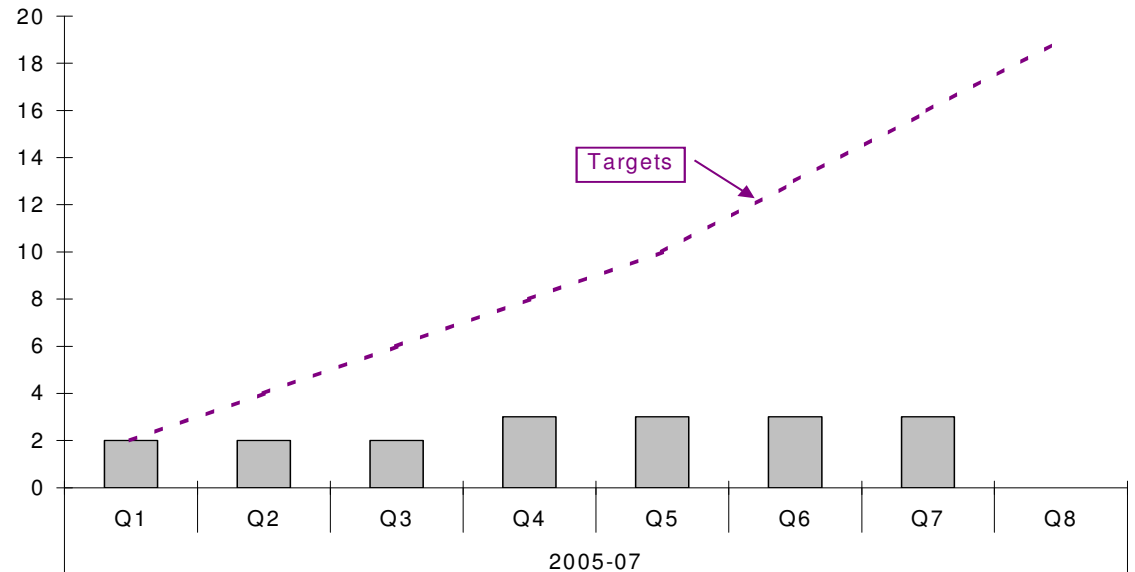
Budget Activity Links: A003 & WR03 - Assess, set, and achieve instream flows.

Category of Measure: The number of watersheds where rules are adopted is an outcome measure.

Analysis of Variation: There is not enough data for any analysis, and the cumulative nature of this measure will tend to mask future variation patterns.

Analysis of Targeted vs. Actual Performance: The cumulative actual performance is significantly behind schedule, and it appears unlikely that it can catch up.

SE06 - Number of Watersheds Where New Instream Flow or Water Management Rules are Adopted (Cumulative)



Comments About Desirable Characteristics

Relevance: Good - the purpose of this activity is to increase the number of watersheds where these rules are adopted.

Timeliness: Data for the most recently completed quarter were available at the time of this assessment.

Understandability: The terms "Watershed, and Instream Flow" are jargon, but still relatively easy to understand.

Reliability: Ecology has an inspection process to verify adoption the sustainability of the rules.

Comparability: The planned vs. actual comparison seems to be the most valid.

Cost Effectiveness: This measure is tracked by more than one program, and is regularly reviewed in internal strategic plan performance reviews.

General Comments & Explanations:

Agency Comment: Setting instream flows takes more time than initially thought. These are complex, controversial water management (i.e. land use) rules that affect private property rights and may have consequences that affect growth and development patterns for 20 years or more. We considerably underestimated the amount of time needed for education and outreach, and working with local communities in developing these rules.

Activity Measure Assessment - Stream Habitat Restoration Plantings

Performance Measure Description: Plantings done by the Ecology Washington Conservation Corps.

Budget Activity Links: A056 - Restore Watersheds by Supporting Community-Based Projects with the Washington Conservation Corps

Category of Measure: The number of plantings is an output measure.

Analysis of Variation: Not enough data for much analysis, but the data from the 7th quarter seems to be abnormally high.

Analysis of Targeted vs. Actual Performance: The biennial target of 50,000 was exceeded in the 7th quarter alone.

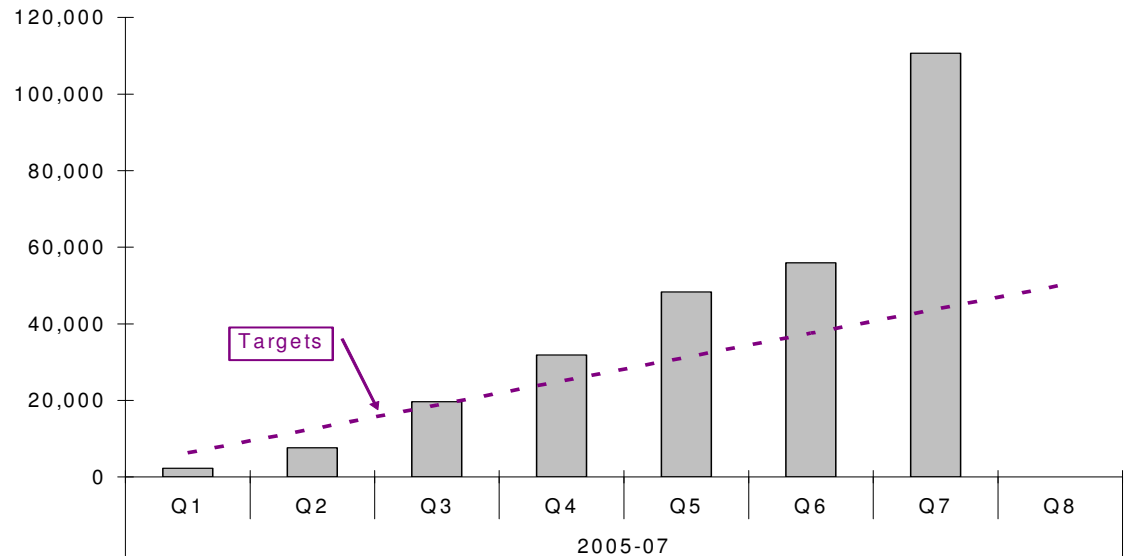
Relevance: A results-oriented measure examining whether the targeted watersheds are showing improvement after the plantings would be more relevant.

Understandability: The current cumulative nature of this data (upper chart) will tend to mask the performance story visible in the lower chart

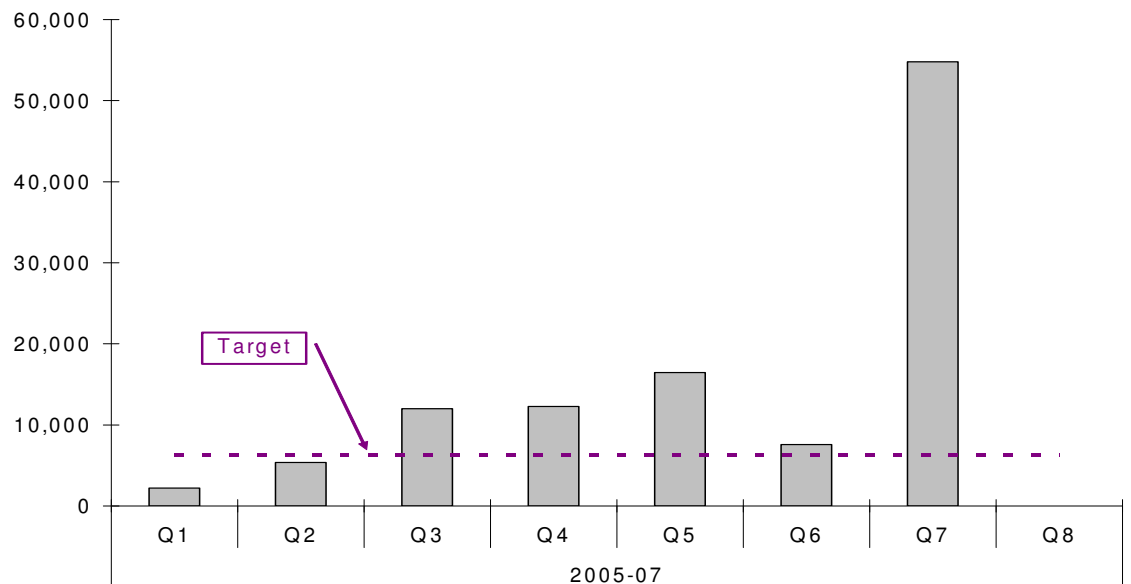
General Comments & Explanations:

Agency Comments: A major planting project was conducted at Taylor Creek in the 7th quarter. As well, spring is a good season for volunteers to sign up for planting projects.

SE07 - Number of Plantings to Restore Stream Habitat (Cumulative)



SE07 - Number of Plantings to Restore Stream Habitat



Activity Measure Assessment - SEPA Assistance Actions

Performance Measure Description: The number of times technical assistance and education are provided to people with SEPA questions.

Budget Activity Links: A041 - Provide technical assistance on State Environmental Policy Act (SEPA) Review

Category of Measure: Output

Analysis of Variation: When the data are not cumulated, a stable and predictable downward trend is evident. Without any changes, future performance would be expected to follow the trend down. Whether it is desirable or not depends on the reader's point of view.

Analysis of Targeted vs. Actual Performance: The data have met or exceeded the target in almost every quarter, but if the trend continues, that will not be the case in the future.

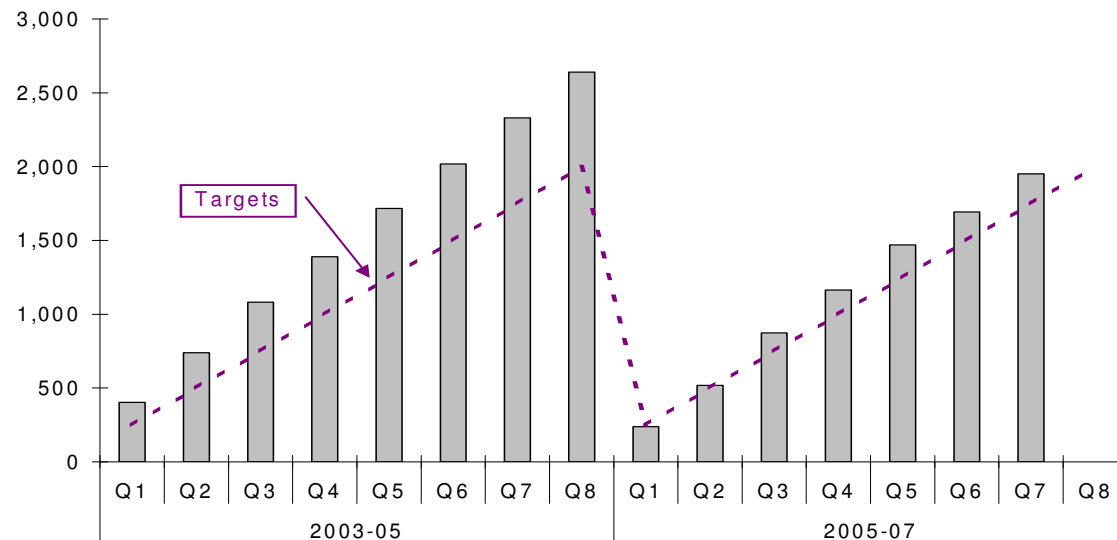
Relevance: A results-oriented measurement perspective examining the benefits of the assistance like shorter cycle times or lower error rates would be more relevant.

Understandability: Cumulating the data tends to mask the performance story of this data.

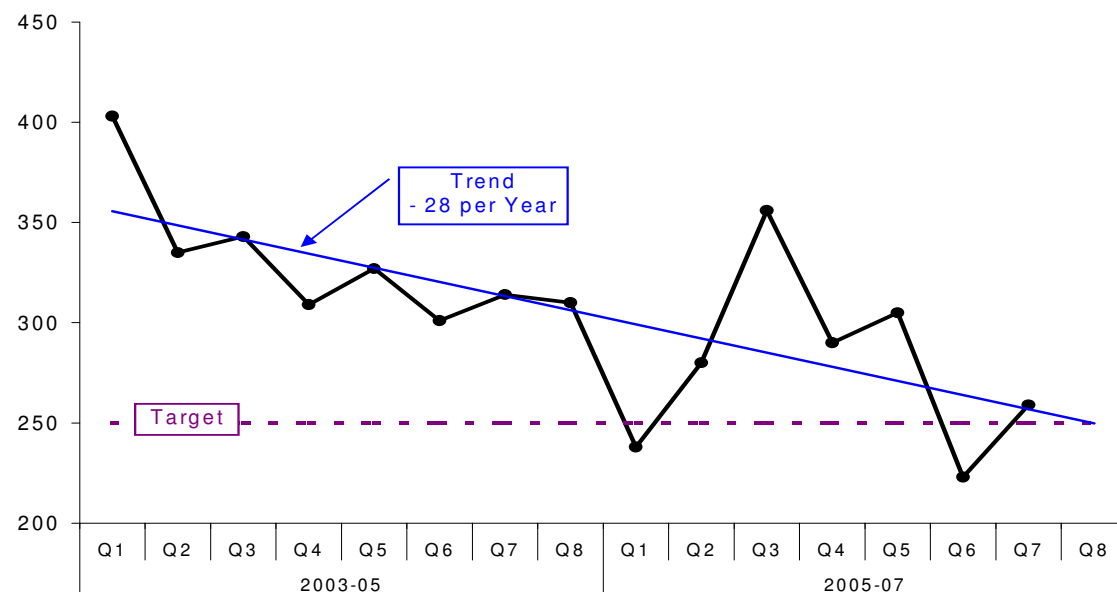
General Comments & Explanations:

Agency Comment: Requests for assistance increase when more SEPA documents from around the state are being processed. Requests may increase after workshops because more people are aware of Ecology as a technical resource. Increases also occur when the SEPA website is advertised or listed in other agency's documents.

SE09 - Number of State Environmental Policy Act Assistance Actions (Cumulative)



SE09 - Number of State Environmental Policy Act Assistance Actions



Activity Measure Assessment - Applicants Provided Permit Assistance

Performance Measure Description: The number accessing assistance with permitting and environmental regulation assistance.

Budget Activity Links: A060 - Provide regulatory assistance for significant projects and small businesses.

Category of Measure: The number served is an output.

Analysis of Variation: There is a stable and predictable upward (desirable) trend when the data is not cumulated (Bottom chart). This upward trend should be expected to continue until some systematic change occurs.

Analysis of Targeted vs. Actual Performance: The target seems obsolete because of the trend and because all the recent actual data exceeds the target by a wide margin.

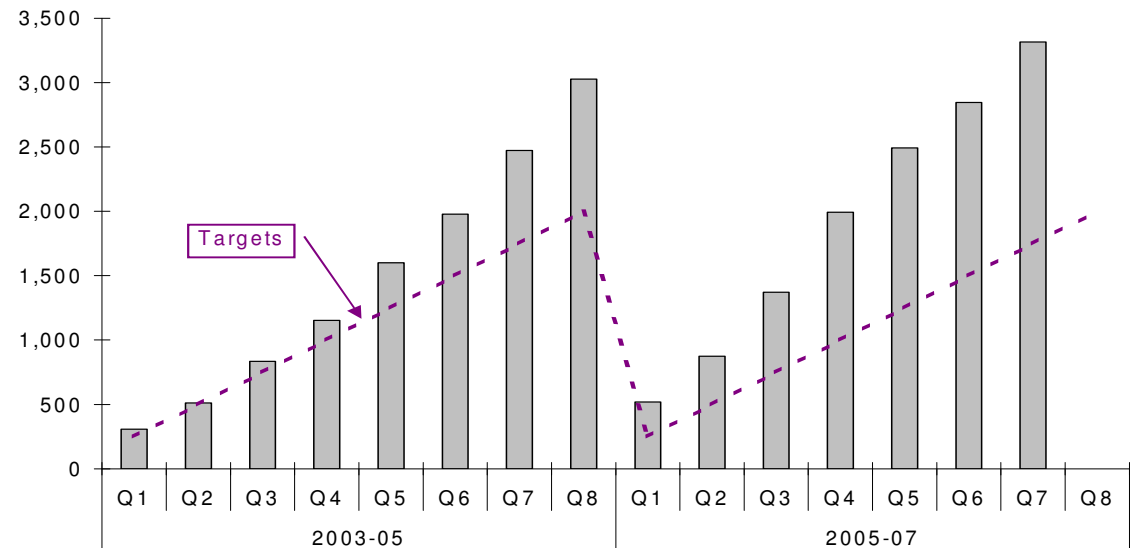
Relevance: Perhaps another valuable measurement perspective would examine the benefits to those who received assistance. For example, has the number of violations or incomplete applications declined?

Understandability: Cumulating the data tends to mask the performance story of this data.

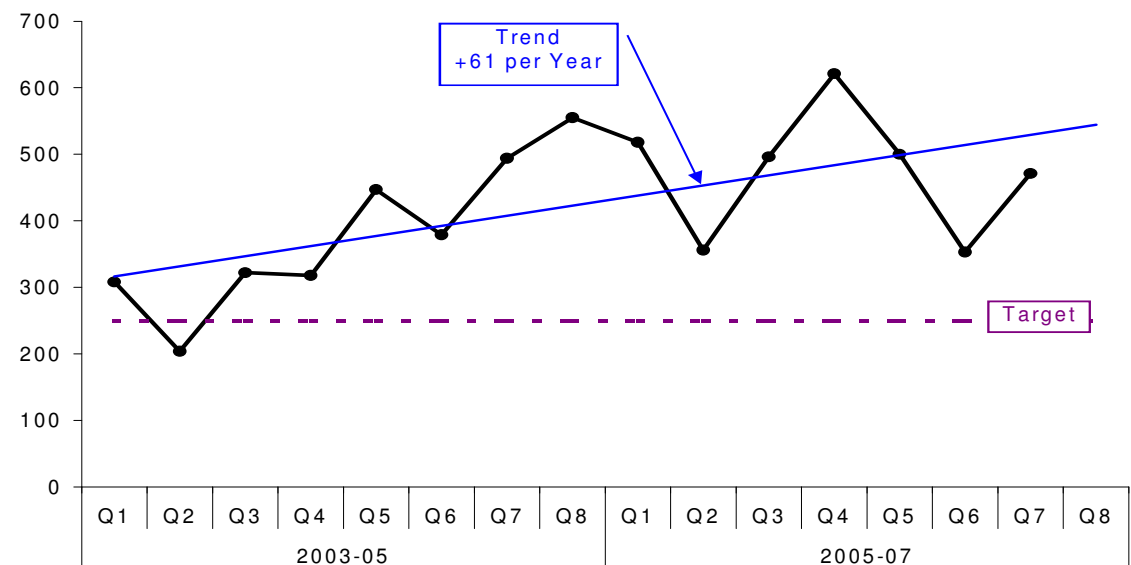
General Comments & Explanations:

Agency Comment: Outreach has been a priority for ORA in 2003-05. The toll-free number was promoted via the ORA website, seminars, meetings, conferences, and other outreach efforts. Increased outreach seems to have increased requests.

SE10 - Number of Applicants Provided Permit Assistance Information by the Office of Regulatory Assistance One-Stop Service Center (Cumulative)



SE10 - Number of Applicants Provided Permit Assistance Information by the Office of Regulatory Assistance One-Stop Service Center



Activity Measure Assessment - Submitted Shoreline Master Plans

Performance Measure Description: The program provides technical and financial assistance to local communities to help them update their Shoreline Master Plans.

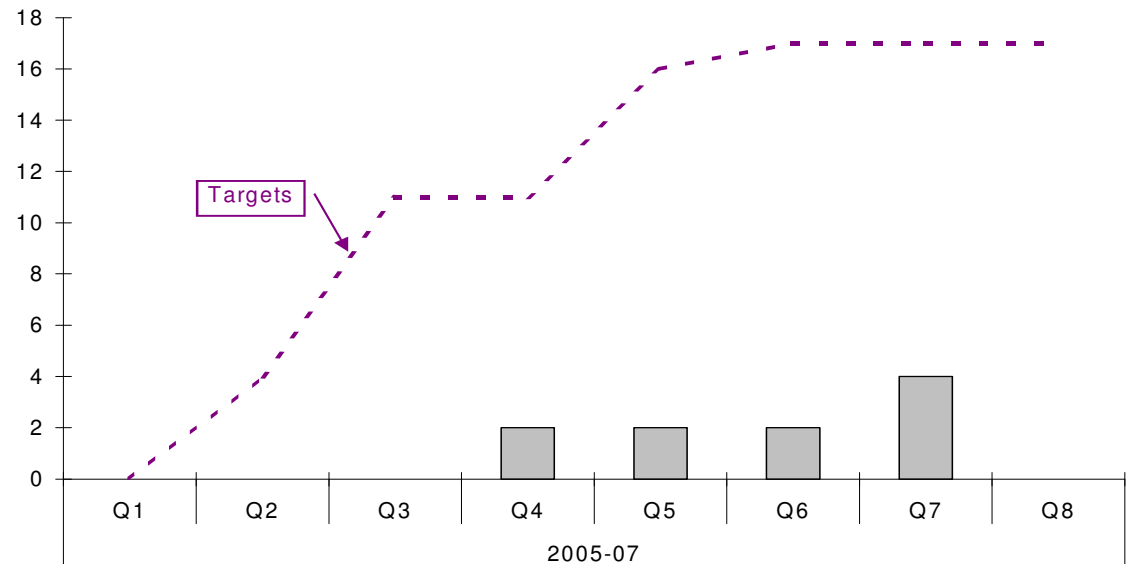
Budget Activity Links: Protect and manage shorelines in partnership with local governments.

Category of Measure: An immediate outcome of the assistance efforts

Analysis of Variation: There is not enough data for any analysis, and the cumulative nature of this measure will tend to mask future variation patterns.

Analysis of Targeted vs. Actual Performance: The cumulative actual performance is significantly behind schedule.*

SE11 - Number of Communities (Cities and Counties) that have Submitted Updated Shoreline Master Plans (Cumulative)



Comments About Desirable Characteristics

Relevance: Good

Timeliness: Data for the most recently completed quarter were available at the time of this assessment.

Understandability: Good

Reliability: Should be good since the plans are filed with the Department of Ecology.

Comparability: The planned vs. actual comparison seems to be the most valid.

Cost Effectiveness: Given the current volume, counting completed plans should not be difficult or expensive.

General Comments & Explanations:

Agency Comments: Shoreline Master Programs (SMPs) are taking longer to complete than originally anticipated. All local governments with shorelines are required to update their SMP according to a schedule outlined in the Shoreline Management Act.

Without exception, no local governments have completed their updates in 2 years, as the statute originally required. The targets developed in the 2005-2007 biennium were based on this assumption. Even then, due to the challenges of adopting these local land-use plans consistent with new state rules, some jurisdictions aren't meeting the 3 year deadline.

Activity Measure Assessment - Transportation Document Timeliness

Performance Measure Description: Tracks the effectiveness of multi-agency permitting teams.

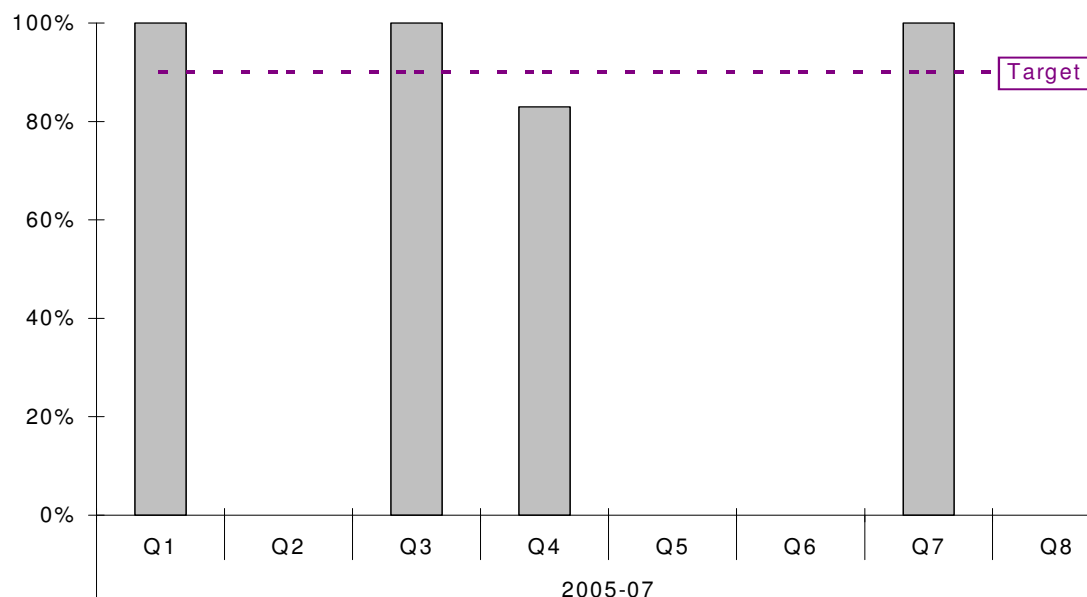
Budget Activity Links: A058 - Provide streamlined project permitting for transportation projects.

Category of Measure: Timeliness is a process-level measure.

Analysis of Variation: Not enough data for much analysis, but fluctuations between 100% and 0% (1st - 3rd quarters) need to be explained.*

Analysis of Targeted vs. Actual Performance: When data other than zero percent is reported, it usually meets or exceeds the target. The three quarters reporting zero percent merit attention.*

SE12 - Percent of Transportation Project Decision Documents that are Completed Within the Agreed-Upon Timeframes



Comments About Desirable Characteristics

Relevance: A more telling measure might examine how many projects were delayed because of permitting issues and for how long.

Understandability: The title is fine, but the drastic fluctuations in the data prompt many questions.* The “agreed upon” phrase can be interpreted various ways.

Comparability: Unknown

Timeliness: Data for the most recently completed quarter were available at the time of this assessment.

Reliability: Depends on the operational definition of “agreed-upon.” Some project management measures reset when a new timeline is negotiated after missing the previous milestone.

Cost Effectiveness: This measure is also tracked internally in strategic plan performance reviews.

General Comments & Explanations:

Agency Comment:

Data was not entered for quarters 2, 5 and 6. During these quarters, 100% of documents were reviewed or completed on time.

Activity Measure Assessment - Flood-Prone Community Assistance

Performance Measure Description: The upper chart is how the program currently reports this data in PMT. The lower chart is the same data, only not cumulative.

Budget Activity Links: A040 - Provide technical and financial assistance to local governments to reduce flood hazards.

Category of Measure: The number of communities served is an output measure.

Analysis of Variation: Not enough data for much analysis, but the number served in the 6th quarter seems abnormally large.

Analysis of Targeted vs. Actual Performance: The program has met or exceeded its targets every quarter except one.

Relevance: A better measure might focus on the results of the flood hazard reduction efforts.

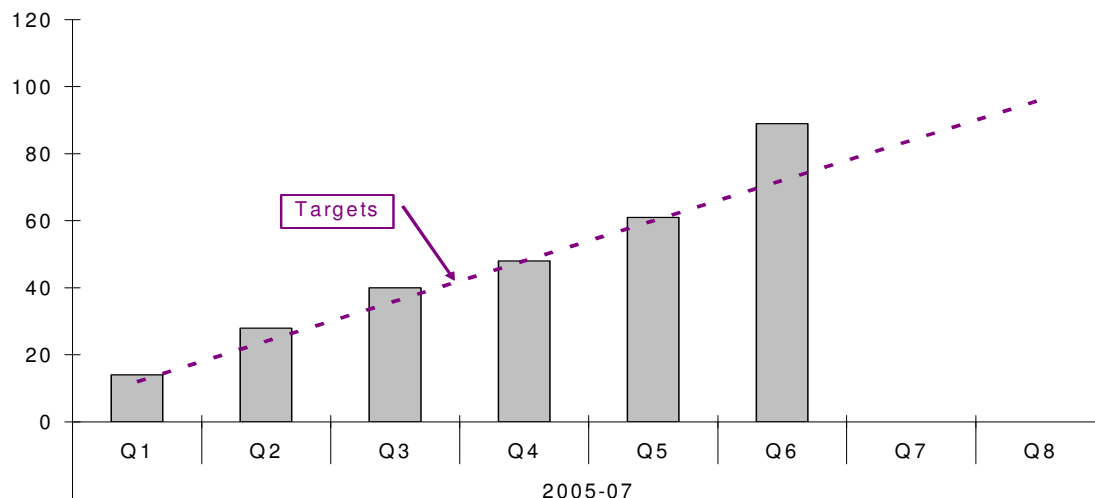
Understandability: Although the title is long, it is understandable. However, the ability to understand the performance story is masked by the current cumulative reporting style.

General Comments & Explanations:

Agency Comment:

The spike is a result of severe flooding in the 6th quarter. The federal government declared many areas as a federal flood disaster. Many communities sought assistance subsequent to that unforeseen event.

SE13 - Number of Flood-Prone Communities Receiving Direct Support on Regulatory Issues, Flood Hazard Reduction, and the Protection of Floodplain Functions and Values (Cumulative)



SE13 - Number of Flood-Prone Communities Receiving Direct Support on Regulatory Issues, Flood Hazard Reduction, and the Protection of Floodplain Functions and Values

